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ABSTRACT

This study, by Eastern Washington State College, is an attempt to describe the "ideal" organizational structure of a community college in either a single- or multi-college district. It includes organizational charts, position descriptions, and decision-making responsibilities. State and federal law, existing collegiate and corporate structures, and available research were used as guidelines. Upon concluding the study, the group determined that no "ideal" working structure could be described because of the dynamic nature of organizations; however, establishment of relative structure did provide a frame of reference from which to view daily organizational operations. (JO)

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ORGANIZATION AND ADMINISTRATION OF THE COMMUNITY COLLEGE IN THE STATE OF WASHINGTON

THE MULTI-COLLEGE CONCEPT

EASTERN WASHINGTON STATE COLLEGE
Community College 599

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ORGANIZATION AND ADMINISTRATION OF THE COMMUNITY COLLEGE IN THE STATE OF WASHINGTON

T H E M U L T I - C O L L E G E C O N C E P T

I. INTRODUCTION

As stipulated in the project description for Group B, Community College 599, Eastern Washington State College, the people in this group have attempted to develop the "ideal" organization structure for a community college based on the mandate of the Washington law. We have given particular attention to illustrating this structure in chart form, describing briefly the positions on the chart, and indicating the channeling and types of decision making involved with each position.

The organization charts, position descriptions, and other printed material included herein do not fully illustrate the scope of study covered by the participants of the group named on the title page.

Beginning on January 9, individual members explored wide areas of research to develop background on community college organization. We explored the law, previous research studies, corporate organization, periodicals, and state and local present and proposed organizational plans in order to accumulate enough individual knowledge to even begin structuring the project which follows.

Following the weeks spent on initial research, several discussions were held to agree upon the organization charts on

the next pages. Each member was then asked to write position descriptions to correlate with the chart and to indicate thereon what areas of decision making he felt should correspond with a particular position description.

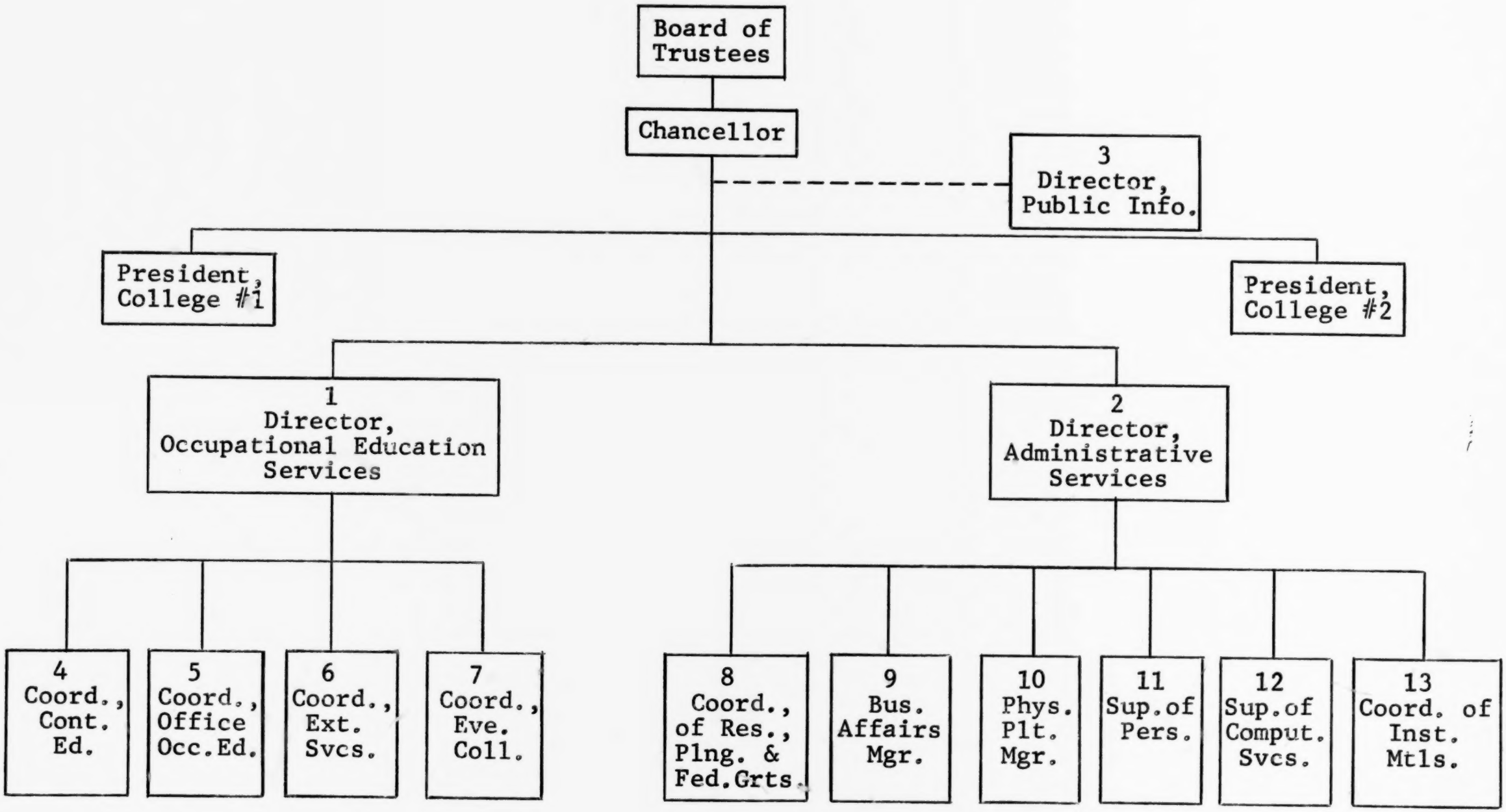
No attempt was made to describe positions or outline decisions for the chancellor or the college presidents. These positions are self-evidently all encompassing and obviously will "umbrella" all activities of any community college district organization.

We wish to point out to the reader that what follows was constructed without regard to personalities inherent in our school's present administrative structure. No formalized structure such as we present can operate efficiently without flexibility of structure and without flexibility of individuals within that structure.

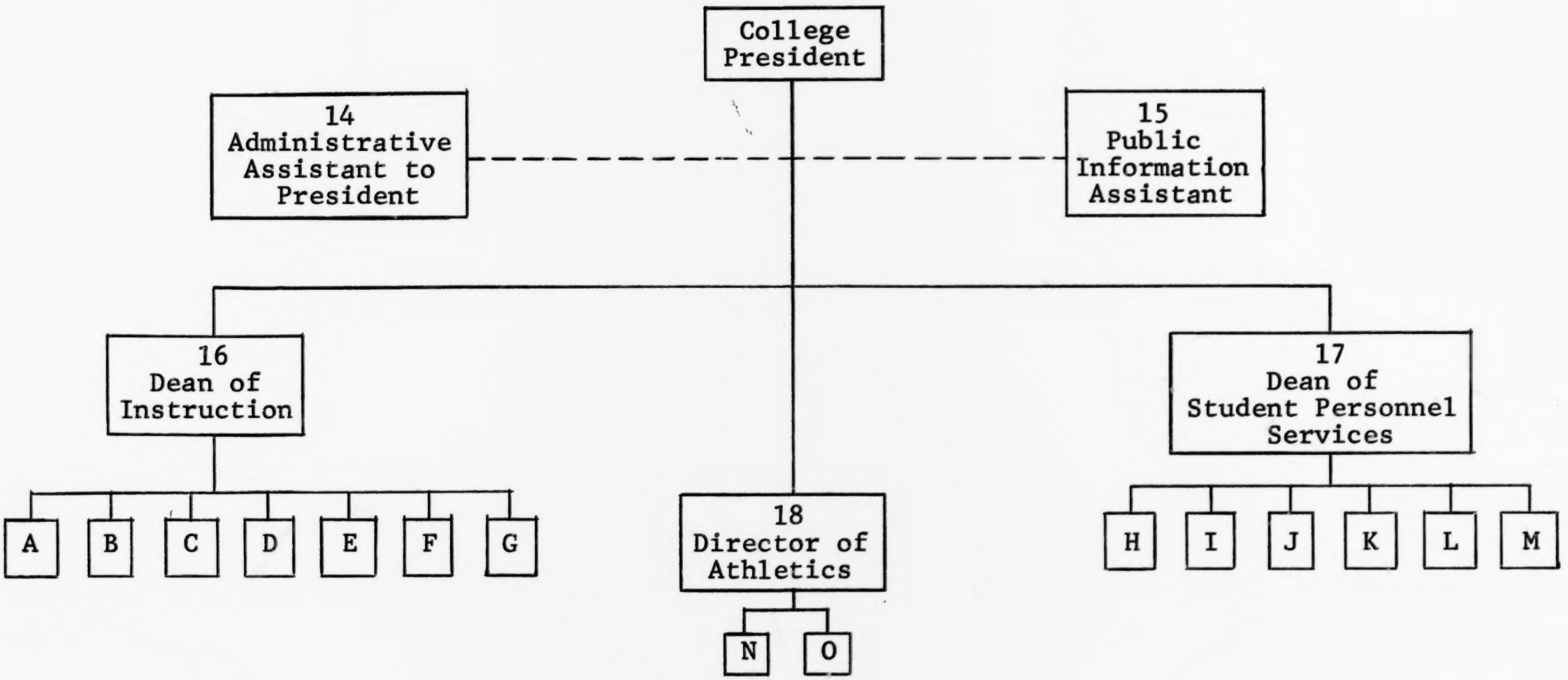
This plan is considered to be the "ideal" by the group named above; yet this group, individually, have not had the opportunity of operating within a community college administrative structure. Thus, we beg patience for shortcomings overlooked in the project which follows.

II. ORGANIZATION CHARTS

A. District Office



B. Colleges



A. Business Department Chairman
B. Supervisor, Health Occupations
C. Supervisor, T & I
D. Supervisor, Evening Programs
E. Liberal Arts Department Chairman
F. Supervisor, Ag Education
G. Head Librarian

H. Bookstore Manager
I. Admissions
J. Guidance & Counseling
K. Dean of Men
L. Dean of Women
M. Housing Manager

N. Coach
O. P.E. Faculty

III. POSITION DESCRIPTIONS

The following position descriptions are numbered to correlate with the preceding organization charts. Thus, the first position is at the district office level at the line below the chancellor and is numbered 1. A total of eighteen positions are described with all positions at the district office level considered staff, or advisory, to the chancellor and all positions at the individual college level considered line, or directly responsible to one immediate superior.

A. District Office Positions

1. Director, Occupational Education Services

a. Position in organization structure

(1) Immediate supervisor is the chancellor of the district.

(2) Immediate subordinates are coordinators of continuing education, office occupations education, extension services, and evening programs.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Coordination of curriculum development of occupational education classes or programs.

(b) Screening and channeling of applications for occupational education positions as requested by college deans of instruction and presidents.

(c) Coordination of budget development for occupational education in conjunction with college deans of instruction and presidents.

(d) District representative in the community for coordinating with management, labor, public and private agencies in order to provide relevant occupational education training.

(e) Interpretation of colleges' occupational education programs to the state agencies and state boards that pertain.

(f) At direction of chancellor, preparation and submission of applications for financial assistance for occupational education programs, maintenance of appropriate records of such projects, and preparation of reports for appropriate agencies regarding projects.

(2) Decisions acted upon or undertaken at this level

(a) Coordination of the organization and operation of all advisory committees serving the occupational programs of the colleges.

(b) Responsibility for smooth functioning of all coordination functions under his supervision with regard to occupational education areas.

(c) Undertakes competent direction of all personnel, including office staff, who make up the office of the director of occupational education services.

2. Director, Administrative Services

a. Position in organization structure

(1) Immediate supervisor is the chancellor of the district.

(2) Immediate subordinates are coordinator of research, planning and federal grants; business affairs manager; physical plant manager; supervisor of classified personnel, supervisor of computer services, and coordinator of instructional materials.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Undertakes studies of administrative methods in order to improve work flow, simplify reporting procedures, or implement cost reductions.

(b) Coordination of collection and preparation of operating reports such as time-and-attendance records, terminations, new hires, transfers, budget expenditures, and statistical records of performance data.

(c) Preparation of reports including conclusions and recommendations for solution of administrative problems.

(d) Issuance and interpretation of operating policies for consideration of line administration.

(e) Assistance as required in preparation of budget needs and annual reports of organization.

(2) Decisions acted upon or undertaken at this level

(a) Aids the district chancellor in staff capacity by coordinating district services such as budget preparation and control; special administrative studies; research, planning, and procurement of state or federal grants; business affairs; physical plant; and personnel.

(b) Undertakes continuous analysis of unit operating practices such as record-keeping systems, personnel requirements, and performance standards to create new systems or revise established procedures.

3. Director, Public Information

a. Position in organization structure

(1) Immediate supervisor is chancellor of the district.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization.

(a) Coordination and correlation of information services with public information assistants at the college level.

(b) Plans and conducts public relations programs designed to procure publicity for the district through such media as magazines, newspapers, radio, and television.

(c) Preparation and distribution of a digest of proceedings of the board of trustees following each official board meeting.

(d) Preparation and distribution of all handouts to press and other visitors to meetings of the board of trustees.

(e) Preparation of responses to selected correspondence received by the chancellor.

(f) Preparation of selected reports at the direction of the chancellor.

(g) Participation as a member of the chancellor's administrative cabinet.

(h) Development of long-range institutional public relations programs.

(2) Decisions acted upon or undertaken at this level

(a) Selection of publicity material that accords with organizational policy.

(b) Preparation of news releases and accompanying photographs for submission to newspapers.

(c) Preparation of scripts for radio and television presentations such as spot announcements, cooperative broadcasts or educational programs designed to promote facilities, services, and activities of the community college district.

(d) Assignment and final approval over art work such as posters, signs, or displays.

(e) Participation in community programs.

(f) Maintains continuing liaison with media representatives.

(g) May direct public opinion polls to obtain information on effectiveness of promotion and public relations programs.

4. Coordinator, Continuing Education

a. Position in organization structure

(1) Immediate supervisor is the director of occupational education services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Direction and coordination of adult courses that lead to a high school diploma with key personnel at the district and college levels.

(b) Preparation of schedules and locations for the high school diploma program for adults.

(c) Establishment of criteria for instructional personnel with authority to hire instructors from outside the college community if necessary.

(d) Participation in determination of fee schedule for continuing education program.

(e) Establishment of procedures for fee collection and registration for continuing education program.

(f) Submission of estimated budgetary requirements for continuing education program to supervisor.

(2) Decisions acted upon or undertaken at this level

(a) Interpretation of the function of the district's continuing education program to lay and professional groups.

(b) Arrangement for physical facilities adequate to meet the specific educational needs of continuing education classes.

(c) Development of special news releases and brochures providing information about continuing education.

(d) Management of all business aspects of the continuing education program to include submission of required records and reports.

5. Coordinator, Office Occupations Education

a. Position in organization structure

(1) Immediate supervisor is the director of occupational education services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Coordination of office occupation education between appropriate state agencies and district.

(b) Operates in advisory capacity to business department chairmen at the college level in matters pertaining to office occupations education.

(c) Initiation of long- and short-range plans to offer students the optimum business curricula.

(d) Interview and selection of faculty in conjunction with business department chairman.

(e) Coordination and planning of in-service training for business faculty.

(f) Coordinates budget requests as submitted by college business department chairmen for channeling into the total college budget.

(g) Representation of the Division of Business and Office Occupations at the district level in relation to other colleges and to the community.

(h) Coordination with other college and district personnel in relation to business extension and evening programs.

(2) Decisions acted upon or undertaken at this level

(a) Performs actively in recruitment of students for the business programs in the district.

(b) Cooperates with business, civic, and other organizations to develop curricula to meet the needs of students and the community as they relate to business programs.

(c) Establishment of criteria for evaluation of business faculty in conjunction with department chairmen at the colleges.

(d) Preparation of reports summarizing growth, progress, or other statistical data as may prove beneficial in development of the division.

(e) Development and coordination of advisory committees for office occupations education in conjunction with department chairmen.

(f) Correlation of specific courses for acceptance at area four-year colleges and universities.

6. Coordinator, Extension Services

a. Position in organization structure

(1) Immediate supervisor is the director of occupational education services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Direction and coordination of college extension programs in the district exclusive of the city in which the programs are located.

(b) Organization, supervision, and evaluation of extension classes based on community needs and the ability of the district to meet these needs.

(c) Establishment of criteria for selection and recruitment of instructional personnel with authority to hire outside the college community where necessary.

(d) Participation in determination of fee schedule for extension programs.

(e) Participation in development of fee collection and registration procedures for extension programs.

(f) Preparation of budget for total operation of extension program for channeling into the total college budget.

(2) Decisions acted upon or undertaken at this level

(a) Interpretation of the functions of the community college district to lay and professional groups, especially in operation of the extension program.

(b) Arrangement of physical facilities adequate to meet the specific education needs of each extension class or program.

(c) Development of special news releases and brochures regarding the extension programs in conjunction with the public information director.

(d) Management of all business aspects of the extension program, including determination of required records and reports.

(e) Preparation, publication, and execution of travel plans throughout the district to establish, coordinate, and/or evaluate extension classes.

7. Coordinator, Evening College

a. Position in organization structure

(1) Immediate supervisor is the director of occupational education services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Coordination with supervisors of evening division at colleges to insure comprehensive and effective evening courses and programs.

(b) Establishment of criteria for selection and recruitment of instructional personnel with authority to hire from outside the college community where necessary.

(c) Budget planning and preparation for total operation of the evening college for channeling into the total college budget.

(d) Participation in determination of evening college fee schedule.

(e) Participation in determination of procedures for fee collection and registration.

(2) Decisions acted upon or undertaken at this level

(a) Interpretation of functions of evening college to lay and professional groups.

(b) Arrangement for physical facilities adequate to meet the specific educational needs of evening classes and programs.

(c) Development of special news releases and brochures providing information about the evening college.

(d) Management of all business aspects of the evening college to include determination of required records and reports.

8. Coordinator of Research, Planning, and Federal Grants

a. Position in organization structure

(1) Immediate supervisor is director of administrative services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Primary responsibility for coordination of research, planning, and federal grants at the district and college levels.

(b) Identification of problem areas such as admissions criteria, space utilization, sources of financial support, instructional procedures, and follow-up on graduates for further research and solution.

(c) Coordination of research efforts in areas such as those itemized above and development of recommendations in the form of institutional policy.

(d) Provision of assistance to faculty members and staff in designing experimental or innovative programs and obtaining educational grants for them.

(2) Decisions acted upon or undertaken at this level

(a) Direction and coordination of research relating to operations and programs of all district colleges.

(b) Supervision of analytical and clerical staff.

9. Business Affairs Manager

a. Position in organization structure

(1) Immediate supervisor is director of administrative services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Supervision of budget control following its allocation by the state.

(b) Coordination of total business services of the district.

(c) Assistance in formulation of business policies and procedures for presentation to the board of trustees.

(d) Assistance in purchase negotiations involving real property for district use.

(e) Assistance in negotiations with industry representatives for costs and materials in building construction.

(f) Supervises authorized equipment and supply expenditures for general district use.

(g) Provision of audit of financial status of student organization accounts, campus food services, housing, bookstores as requested by the campus deans of student personnel services.

(2) Decisions acted upon or undertaken at this level

(a) Formulation of procedures and provision of supervision of following accounting functions: payroll, payment of bills, financial repofts, and auditing of accounts.

(b) Maintenance of adequate insurance coverage for all college personnel and property.

(c) Formulation of policies and procedures governing financial relations with students, dormitories, cafeterias, bookstores, and recreational facilities as service to college deans of student personnel services.

(d) Coordination of service operations for the district such as printing, duplicating, mail and messenger services, and binding.

10. Physical Plant Manager

a. Position in organization structure

(1) Immediate supervisor is director of administrative services.

(2) Has no immediate subordinates other than office and industrial personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Supervision and coordination of all activities of workers engaged in keeping buildings and grounds in clean and orderly condition, in maintaining and repairing utility systems and physical structures of buildings.

(b) Development of budgetary plans for total physical plant requirements for channeling into the total college budget.

(2) Decisions acted upon or undertaken at this level

(a) Direction of workers engaged in lawn mowing, hedge trimming, refuse collection, and raking and burning of leaves.

(b) Direction of workers engaged in making structural repairs to masonry, woodwork, and furnishings of buildings and similar structures.

(c) Direction of workers engaged in maintaining and repairing building utility systems such as electric wiring and controls, heating, ventilating, and steam generating systems.

(d) Direction of workers engaged in maintenance and repair of plumbing systems.

(e) Maintenance of reports on costs of work in progress and work completed.

(f) Inspection of work completed for conformance with blueprints and other specifications.

(g) Conducts review of technical papers, catalogs, and other reference materials; and confers with equipment salesmen to select and recommend new supplies and maintenance methods for efficient plant operation.

(h) Confers with contractors to resolve problems in installation of new equipment and to assist in start of new plants or additions.

11. Supervisor of Personnel

a. Position in organization structure

(1) Immediate supervisor is director of administrative services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Compilation and maintenance of personnel records to indicate for each employee of the district such matters as the following: current address, earnings, absences, evaluations and ability reports, date and reason for termination.

(b) Development and utilization of effective recruiting techniques to attract and secure well-qualified personnel.

(c) Maintenance of harmony among noncertificated staff by adjusting disputes and grievances and reviewing transfers, promotions, and discharges.

(d) Supervision and planning of effective orientation of new noncertificated employees.

(e) Coordination of proper interview procedures for instructional faculty with line administration and maintenance of records arising therefrom.

(2) Decisions acted upon or undertaken at this level

(a) Compilation and completion of reports from employment records.

(b) Efficient storage of all employment records for the district.

(c) Answers requests for information regarding employees from authorized persons.

(d) Establishes system of exit interviews for improvement of conditions of employees who remain on the job.

12. Supervisor of Computer Services

a. Position in organization structure

(1) Immediate supervisor is director of administrative services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Coordination of computer services with the presidents and deans of instruction at the college level.

(b) Direction and coordination of planning and production activities of electronic data processing.

(c) Consultation with administration to define boundaries and priorities of tentative projects, equipment acquisition, information requirements of the district, and allocation of operating time for the computer system.

(d) Participation in decisions regarding personnel staffing and promotions within the area of electronic data processing.

(2) Decisions acted upon or undertaken at this level

(a) Consultation with department heads involved regarding proposed projects, necessary cooperation, and further definition of projects.

(b) Preparation of progress reports regarding project development and deviation from predicted goals.

(c) Revision of computer operating schedules to introduce new program testing and operating runs.

(d) Supervision of training of subordinate staff.

(e) Preparation of proposals and solicitation of sales of systems analysis, programming, and computer services to outside firms.

13. Coordinator of Instructional Materials

a. Position in organization structure

(1) Immediate supervisor is the director of administrative services.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Coordination of all matters pertaining to instructional materials with the librarians at the college level.

(b) Demonstrates innovative approaches in education and provides research materials and support equipment.

(c) Acquisition and distribution of self-teaching materials and machines after implementation of necessary training for use.

(d) Coordination of library services especially in the areas of catalogs, film strips, motion pictures.

(e) Coordination of staff personnel regarding appointment, salaries, evaluation, promotions, and discharges.

(2) Decisions acted upon or undertaken at this level

(a) Acquisition and awareness of latest methods, materials, and machines with as many as possible on display for viewing of all interested.

(b) Implementation of policy decisions as they relate to instructional materials.

(c) Analysis, selection, and execution of recommendations of college librarians.

(d) Analysis and coordination of budget estimates and control for administration of instructional materials centers.

(e) Examination of equipment and materials for possible repair or replacement.

B. Individual College Positions

14. Administrative Assistant to the President

a. Position in organization structure

(1) Immediate supervisor is president of the college.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions - - This is not a decision-making position. It is meant to allow the president to delegate as much detail work as he is willing to delegate to a responsible individual of his choice who is answerable only to him. Some of the areas in which this administrative assistant can assist are as follows:

(1) Coordination of development of class and room schedules for the entire college and preparation for final approval and printing.

(2) Coordination and preparation in rough draft form of the total college budget for re-working or approval of line administration.

(3) Coordination of plans and suggestions for development of college building or remodeling programs for perusal and approval of line administration.

(4) Maintenance of college personnel records for use of president in personnel matters.

(5) Coordination with district office personnel on setups for board meetings, committee meetings, and all functions at which the president's presence is requested.

(6) Other duties as assigned by the college president

15. Public Information Assistant

a. Position in organization structure

(1) Immediate supervisor is president of the college.

(2) Has no immediate subordinates other than office personnel necessary to implement assigned duties and responsibilities.

b. Primary decisions

(1) Decisions transmitted to supervisor for channeling into the line organization

(a) Coordination and correlation of information with the director of public information at the district level.

(b) Plans and conducts public relations programs designed to procure publicity for the college through such media as magazines, newspapers, radio, and television.

(c) Participation in community programs as requested by supervisor or director of public information.

(d) Preparation of responses to selected presidential correspondence as requested.

(e) Coordination of college publications with the exceptions of student and instructional materials publications.

(f) Preparation of appropriate reports and other written materials as requested by supervisor.

(2) Decisions acted upon or undertaken at this level

(a) Selection and presentation of publicity material that accords with organizational policy.

(b) Preparation of news releases and photographs for coverage of college events in the press.

(c) Assignment and approval of art work such as posters, signs, or displays.

(d) Preparation of college newsletter for internal and external distribution.

16. Dean of Instruction

a. Position in organization structure

(1) Immediate supervisor is president of the college.

(2) Immediate subordinates are business department chairman, supervisor of health occupations, supervisor of trade and industrial education, supervisor of evening school, liberal arts department chairman or chairmen, supervisor of agricultural education, and head librarian.

b. Primary decisions

(1) Decisions coordinated with superiors

(a) Acceptance of overall responsibility for supervision and coordination of curriculum development in areas of general, liberal, and occupational education at the college.

(b) Conducts continuous evaluation of instructional program and works toward improvement and modernization in areas of general, liberal, and occupational education at the college.

(c) Responsibility for interpretation and application of policies, rules, and regulations as adopted by the district board of trustees and directed by the president of the college.

(d) Supervision and coordination of activities necessary to prepare the catalogs and schedules of the college as related to the instructional program.

(e) Consolidation and final approval of budgetary requests of instructional staff for channeling into the total college budget.

(f) Major participation in physical development of the college in conjunction with recommendations from subordinates.

(g) Responsibility for complete orientation of all instructional personnel.

(h) Institutes changes, additions, or deletions to the instructional faculty in conjunction with subordinate recommendations.

(i) General responsibility for all operational requisites of the instructional program.

(2) Decisions made at this level

(a) Responsible for maintenance of effective communication channel, both upward and downward, between instructional staff and college president.

(b) Recommendation for acquisition of all instructional materials in conjunction with subordinates.

(c) Facilitation of procurement of instructional supplies and equipment for subordinates.

(d) Maintenance of continuous evaluation in conjunction with subordinates of the curriculum, the staff, and the budget.

17. Dean of Student Personnel Services

a. Position in organization structure

(1) Immediate supervisor is president of the college.

(2) Immediate subordinates are bookstore manager, admissions officer, guidance and counseling officer, dean of men, dean of women, and housing officer.

b. Primary decisions

(1) Decisions coordinated with superior

(a) Supervision and promotion of the total student personnel services program.

(b) Supervision and evaluation of all personnel assigned to student personnel services.

(c) Coordination of admission, registration, and record keeping with appropriate line administration and staff administration at the district level.

(d) Direction of effective guidance, counseling, advising, and testing programs for the college.

(e) Preparation and submission of total budget requirements for student personnel services for channeling into the total college budget.

(2) Decisions made at this level

(a) Provision of opportunities for student involvement in a variety of extracurricular activities including student government and social functions.

(b) Provision of adequate health services for students.

(c) Administration of student financial aids program.

(d) Responsible for hearing and appeal of student grievances through the proper committee.

(e) Works in conjunction with students on conduct and behavior codes and procedures for disciplinary action.

18. Director of Athletics

a. Position in organization structure

(1) Immediate supervisor is president of the college.

(2) Immediate subordinates are coaches and physical education faculty.

b. Primary decisions

(1) Decisions coordinated with superior

(a) Direction of intercollegiate athletic program of the college.

(b) Direction of physical education program of the college.

(c) Recommendation and interview of instructional faculty in conjunction with president.

(d) Coordination with summer, evening, and extension administrators in implementing programs involving athletics.

(e) Preparation of athletic budget for channeling into the total college budget.

(f) Facilitate and approve ordering of supplies and equipment for athletics and physical education.

(g) Coordination of physical education program among colleges to assure all students of equal opportunities in this area.

(2) Decisions made at this level

(a) Direction, supervision, and evaluation of instructor-coaches.

(b) Preparation of athletic and physical education inventories.

(c) Direction of all game arrangements.

(d) Establishment and perpetuation of appropriate athletic awards.

(e) Direction and development of intramural program for the college.

IV. SUMMARY

The initial, general objective of Project Group B, and the premise with which many of us entered the study, was to analyze and evaluate the characteristics of, and develop the "ideal" organization structure for a community college in the State of Washington. This was further reflected in the "Project Description" and "Objective and Learning Outcomes" distributed at the first meeting. (See Appendix, page 44). It was further generally agreed that we would use Spokane Community College as the model for our planning but attempt to remain objective and as unbiased in our evaluations as possible.

It became obvious at a very early date, however, that the participants were faced with a host of variables and limiting factors. Included were: legislation both at the state and federal levels; existing policies of the state college system and the local district; personnel within the district whose positions and functions had grown from necessity; principles of good organizational practice developed for business and industry but applicable to institutional structure; and, of course, the experience and viewpoints of the individuals taking part in the study.

After weeks of discussion and manipulation of the positions and functions in the foregoing project, our group has conceded that <u>there is no "ideal" organizational plan</u> for either a multi-college district or even for a single-college district.

The plan on paper can only outline the day-to-day working framework of the individuals involved and facilitate their effective operation within that framework.

We foresee the greatest problem, no matter what particular structure is finally adopted at our colleges, will be that of educating each individual therein to be certain he:

a. knows his exact position and his exact area of responsibility and authority; and

b. confines his efforts to performing efficiently within that area.

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APPENDIX

GROUP B

Leader: Mr. Gale Mueller
Scribe: Mrs. Shirley Hauck

PROJECT: Participants will develop in concert the "ideal" organization structure for a community college based on the mandate of the Washington law. Participants should give particular attention to: (1) Efficiency of operation, (2) Effective channels of communication, and (3) A rationale based on the mandate.

OBJECTIVE AND LEARNING OUTCOMES: Participants will be able to demonstrate a unanimity of attitude toward the concept "ideal" organization structure and visibly show proof by organization charts, brief position descriptions with communication channels noted and demonstrate a rationale for these outcomes.

ORGANIZATION AND ADMINISTRATION OF THE COMMUNITY COLLEGE IN THE STATE OF WASHINGTON

EWS'C CC599

GROUP B - PROGRESS REPORT

Meeting Date: January 9, 1970

Members:

John Elliot	Max May
Shirley Hauck	Gale Mueller
Barry Hill	Kay Olson
Pat Keller	Guy Sessions

At the first meeting of Group B, CC 599, members discussed the purposes and objectives of the project and the procedures necessary to accomplish these goals. Before establishing specific objectives, however, it was decided to gather information in several areas relating to the development of a rationale for organizational planning.

Our initial responsibility in establishing the "ideal" organization structure for a community college would be to research:

1. the Washington law governing community colleges; - Pat Keller
2. the ERIC Studies, which describe community college organization; - Barry Hill
3. corporate organization for possible application to the community college; - Gale Mueller
4. existing community college organization structure as seen by those at the state level; - John Elliot
5. periodical literature pertaining to community college organization; - Shirley Hauck
6. the effect of the proposed data processing linkage on community college organization; and - Max May
7. Spokane Community College plans for reorganization as seen by the administration. - Kay Olson

Initial research findings will be discussed at our next group meeting.

ORGANIZATION AND ADMINISTRATION
OF THE
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EWSC CC599

GROUP B - PROGRESS REPORT

Meeting Date: January 20, 1970

Members:

John Elliot	Max May
Shirley Hauck	Gale Mueller
Barry Hill	Kay Olson
Pat Keller	Guy Sessions

Group B is continuing to examine various resources for additional information relative to multi-campus/multi-college organization.

At the January 20 meeting, discussion centered around the information and materials which had been accumulated by the group members since the previous meeting. The following reports were presented and discussed:

1. The "mandate" of the Community College Act of 1967 previously submitted by Pat Keller was discussed. Major implications for consideration in the development of an organization structure as established in the Community College Act of 1967 include: the comprehensive concept; vocational as opposed to occupational education (definitions need to be established for each); economic factors regarding duplication of programs; and day, evening and summer school programs. Greater faculty participation in the organizational planning was also discussed.

2. ERIC Studies, "The Development of Multi-Unit Junior Colleges" by Dr. Milton O. Jones, loaned by Bob Smick were analyzed and summarized by Barry Hill. Most pertinent from these studies was information relative to the organization of a community college: the district office concept, multi-campus district model, and multi-college district model. Copies of the most applicable portions of the Eric Studies were reproduced and distributed to the group members for further study and examination.

3. Summaries of several articles appearing in Junior College Journals pertaining to multi-campus organizational considerations were distributed by Shirley Hauck. Included was a proposed Table of Organization for Miami-Dade Junior College as well as organizational information regarding multi-campus districts in California.

4. Max May summarized the rather extensive report recently distributed from Dr. Canfield's office regarding development and implementation of the statewide electronic data processing service system.

5. Final reports included information by Kay Olson relative to the current efforts of faculty and administration in the initial planning and development on reorganization to a multi-college, district office concept.

6. Gale Mueller distributed copies of material obtained from Studies in Personnel Policy, Stieglitz, which summarized some principles of organizational planning and procedures for implementing the organizational study developed for the corporate level.

Establishing an organizational structure could be approached by analyzing the existing structure as well as identifying present lines of authority and responsibility. This could be accomplished by interviewing administrative personnel and/or by distributing a questionnaire. The organizational structure might also be approached through the establishment of an "ideal" structure without regard to the existing organization. Before any organizational structure can be established, however, services that are needed for multi-campus operation must be outlined.

Prior to our next meeting, we will study the information distributed by the respective group members in greater detail and individually draw out that information for consideration we feel applicable to our organizational study. In addition, each member will outline service functions and responsibilities that should be included in an organizational model.

ORGANIZATION AND ADMINISTRATION
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EWSC CC599

GROUP B - PROGRESS REPORT

Meeting Date: February 6, 1970

Members:

John Elliot	Max May
Shirley Hauck	Gale Mueller
Barry Hill	Kay Olson
Pat Keller	Guy Sessions

Group B meetings on February 4 and February 6 have been devoted to the discussion of resource information gathered by group members as well as to the determination of a course of action that should be pursued in accomplishing our organizational study.

The following possible alternatives were presented and discussed:

a. Establish the "ideal" organization for a community college

b. Establish the most satisfactory organization for Spokane Community College (utilizing existing personnel and/or additional personnel needed)

c. Establish those areas in which the faculty can be influential in initiating policy or making decisions

d. Establish a method of decision analysis--identify those decisions that are critical to the organization and administration of the community college and determine the level at which they should be made

A suggested organizational chart was prepared by the group and compared with the organizational structure that has been proposed by the college administration. After analyzing the two organizational structures, it was decided that functions and responsibilities of each individual position on the chart must be clearly defined before a functional relationship among organizational positions can be determined. Therefore, each member of the group will determine functions and responsibilities of selected positions for presentation to the total group, at which time a functional organizational structure will be constructed.

Responsibilities of those in established organizational positions will be identified as to degree of participation in the decision-making process. Participation in this process could range from minimal influence to final decision-making authority.

GROUP B - Appendix to report of February 6 meeting.

At our last meeting, February 6, it was decided to complete an analysis of the functions and responsibilities of selected administrative positions in the community college. Each member of the project group is asked, therefore, to evaluate the functions and responsibilities of the positions designated below, identify the primary decisions most like to confront each administrator and the degree of participation that individual has in influencing the decision-making process.

Group B Project Member	Administrative Position to be Evaluated
John Elliot	Director, Extension Services Director, Continuing Education Director, Evening College
Shirley Hauck	Director, Office Occupation Education Director, Public Information
Pat Keller	Dean of Occupational Education Dean of Liberal Arts
Kay Olson	Dean of Students Athletic Director
Max May	Director, Instructional Materials Center Director, Computer Services*
Barry Hill) Gale Mueller)	Director, Administrative Services Coordinator of Research, Planning and Federal Grants Manager of Business Affairs Accounting Purchasing Auditing Payroll Physical Plant Personnel

Although the chancellor and presidents were purposely omitted from this list, it would be well to identify and evaluate the relationships of subordinate positions such as:

- Supervisor, T & I
- Supervisor, Health Occupations
- Librarians
- Coordinator of Admissions
- Coordinator, Guidance and Counseling
- Assistant Dean of Men
- Assistant Dean of Women
- Bookstore Manager

*It was tentatively considered that the Director of Computer services should be included under Administrative Services. This relationship should be evaluated.